

Executives are Employees Too!



DFAS Change Management Executive Dialogue: Purpose and Outcomes



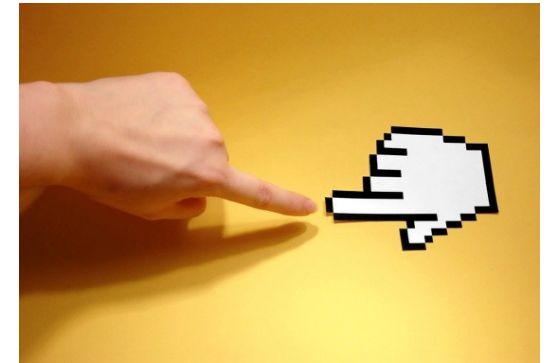
- **This dialogue is designed to help DFAS executives understand DFAS change management and their critical role as change leaders**
- **It is designed to accomplish the following learning objectives:**
 - ✓ Common understanding of what we mean by change management
 - ✓ Understand how critical your active and visible involvement is in successfully managing change at DFAS
 - As an enterprise leader
 - As a change sponsor
 - In supporting your change management teams
 - ✓ Understand the important connection between change management and business results
 - ✓ Understand the role of the DFAS change management team and initiative change management teams or POCs
 - Building an integrated capability that supports the DFAS Strategy
 - Implementing a reliable, repeatable, sustainable methodology
 - Building a culture that is agile – willing and able to change

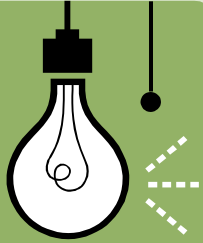




Change happens on two dimensions - the business dimension and the people dimension. Successful change happens when both occur simultaneously.

Change management is ... the set of processes, tools, and practices used to manage the “people side” of change.





“Some people change when they see the light, others when they feel the heat.”

Caroline Schoeder



What are the benefits of supporting the change?

What are the risks of not making the change?

In the MOVIES



Movie Choices



Barbershop	Shrek
Coming to America	Star Wars
Dreamgirls	The Bridge on the River Kwai
Dr. No	The Godfather
Fargo	The Sound of Music
Grease	The Wizard of Oz
Harry Potter and the Sorcerer's Stone	Top Gun
Its a Wonderful Life	Toy Story
Jerry Maguire	True Grit
Night at the Museum, Battle of the Smithsonian	XMen
Rocky	



Introduce
team
members
by their:

***Names**
***Roles**
***Why**

***Two
Change
Elemen
ts**

Snow White
Bob -

Grumpy
supervisor -
doesn't seem
caring

Movie Change
Father
Magical
Mirror





**Who Needs Success...WE
DO!**



What does success look like?



Our Vision: To be the recognized leader in DoD's financial management by consistently delivering first-class service and products

- ☑ Change management for current and future DFAS change initiatives is carried out using the reliable, repeatable, sustainable Enterprise Change Management Approach
- ☑ Change management is employed Agency-wide as a best practice 'must have' rather than a check-the-box 'must do'
- ☑ DFAS is working collaboratively (without boundary and beyond silos) to ensure the smoothest change implementation possible
- ☑ Change Sponsors are active and visible and their level of engagement matches the size and type of change being implemented
- ☑ Managers and Supervisors are engaged as the preferred senders of messages related to how change will specifically impact their employees
- ☑ Change initiatives are meeting their objectives and employees are adopting the solutions
- ☑ Reinforcement mechanisms are in place to ensure change endures



● The DFAS Change Management Team is building an enterprise capability to manage change more effectively

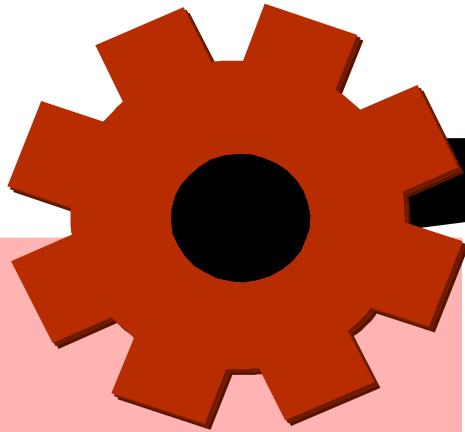
- ✓ Prepare leaders to be Change Sponsors of the enterprise capability and of initiatives/projects
- ✓ Seek leadership participation and provide tools to support the enterprise effort (example – the leader videos)
- ✓ Integrate change management into existing responsibilities and activities
- ✓ Institute a reliable, repeatable, sustainable process
- ✓ Coach initiative/project teams and POCs on effective change management



Who is Involved in Successful Change?

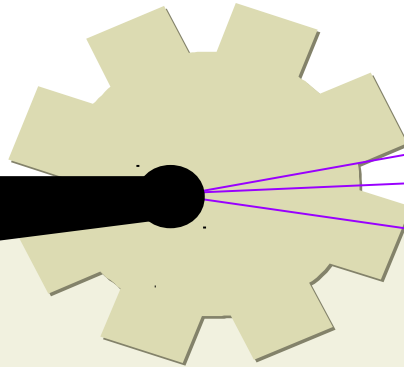


Process Partners



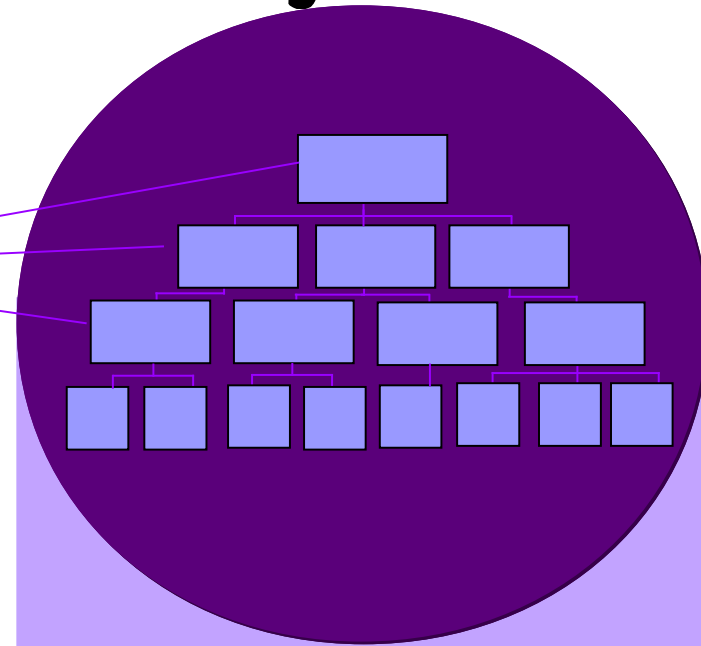
- Corporate Communications
- Enterprise CM Team
- HR
- OSM
- PMCoE

PM Team



- Executive Sponsor
- Project Manager
- Change Manager
- Project Scheduler

Change Network



- Change Sponsor
- Change Champions
- Change Agents

**Varies according to need of the change effort*

WHAT DOES CHANGE LOOK LIKE?

- How big is the change?
- How many people will it impact?
- Who will be affected by the change initiative?
- Who is responsible for the change initiative?
- Who needs to “buy in” to the change to effectively perform their responsibilities?
- Whose support or contribution is required to achieve success for the change initiative?
- Whose behavior needs to change for the effort to succeed?

-TECHNOLOGY - STRUCTURE - PROCESS -

Consolidation

**Leadership
Changes**

**Business
Lines**

NSPS

BRAC

- Change is personal
- Change is emotional
- A leader has their own reaction while leading



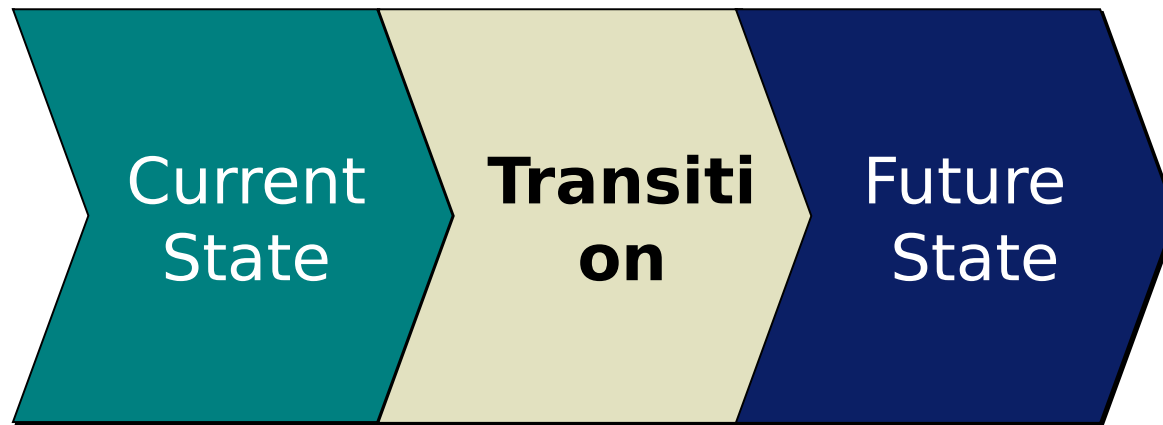
What do I see as the challenges: organizational culture, trust, conflicting priorities, credibility, resourcing, experience?

Is my boss helping or hurting the change effort?

Am I helping or hurting the change effort?

What needs to be done to make it better?

Leading People Through Change



Goodbye



The nature of the change is secondary to the perceptions that employees have regarding the ability, competence and credibility of their leadership.

Not only do you have a responsibility to lead, but as an employee yourself, you have to deal with your own reactions to the change and your role in it.



We need to lead in a way that that lays the foundation for ANY changes that may occur



Traits of a Healthy Organizational Culture

Openness and humility from top to bottom of the organization

An environment of accountability and personal responsibility

Freedom for risk-taking within appropriate limits

A fierce commitment to "do it right"

A willingness to tolerate and learn from mistakes

Unquestioned integrity and consistency

A pursuit of collaboration, integration, and holistic thinking

A healthy organization believes there are better things to come and it makes dealing with change easier.

Courage and persistence in the face of difficulty

The Role of the Executive

- Be aware of what people go through during change
- Prepare yourself for change
- Support your subordinate managers



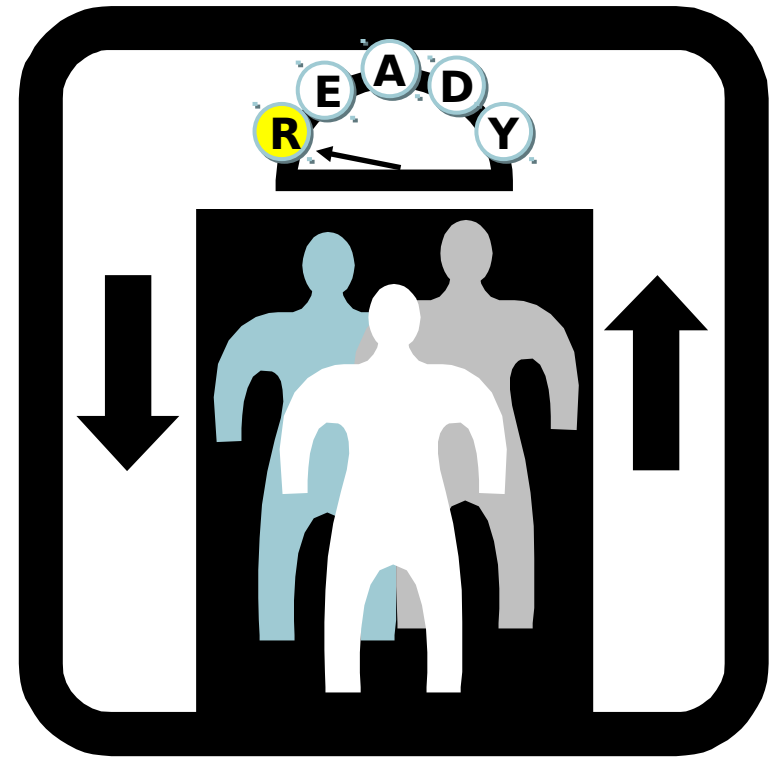
Moving People through Change



Do I know what the change is about and how it impacts me?



What level of information do you have about the change. Can you describe the Who - What - Where - Why - When - and How much / How many of the change?

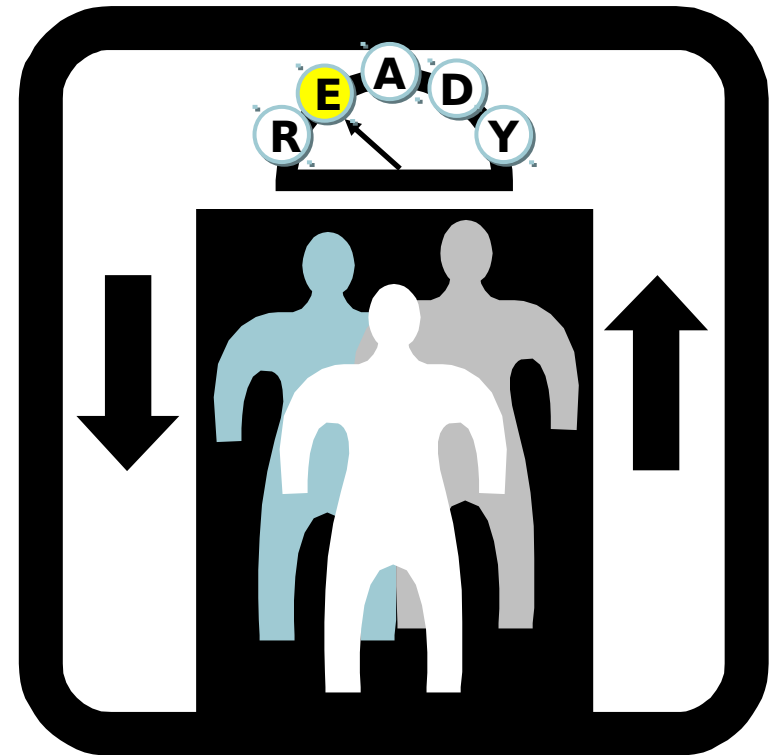
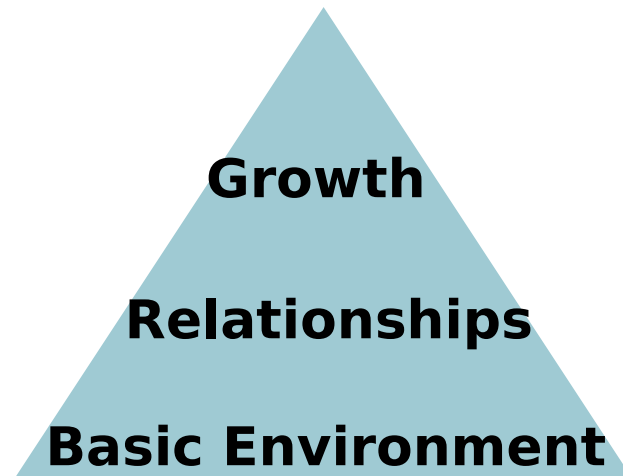


How will you motivate me to participate in the change?



What exists within your work environment (good and bad) related to this change that will impact your participation in the change?

WIIFM
WHAT'S IN IT FOR ME?



Do I have the KSA's to operate in the new environment?



Are you aware of the gaps that exist between your current level of knowledge, skills and abilities and where you will need to perform during the change and in the



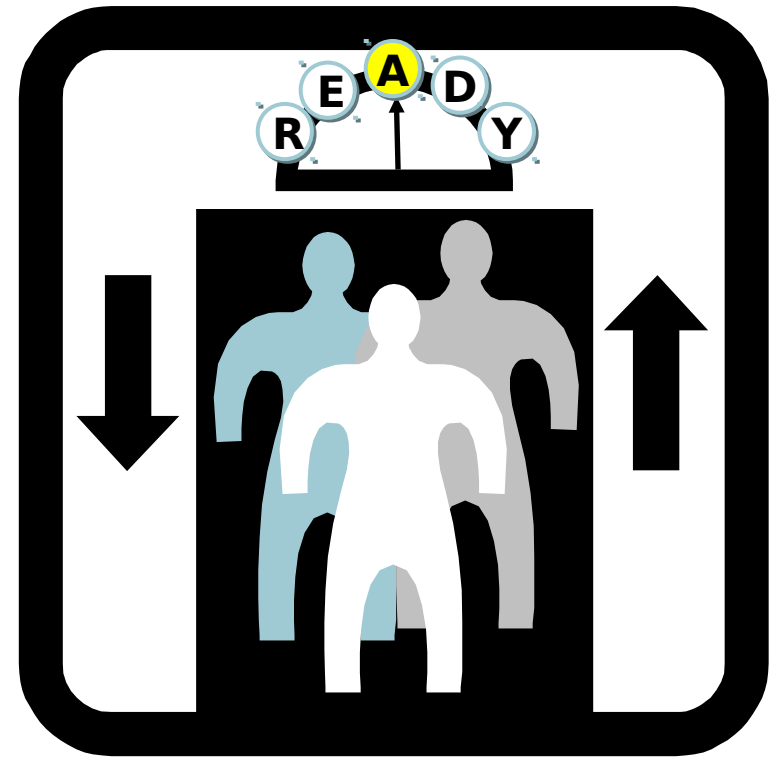
**CURRENT
LEVEL**

**KNOWLEDG
E**

SKILLS

ABILITIES

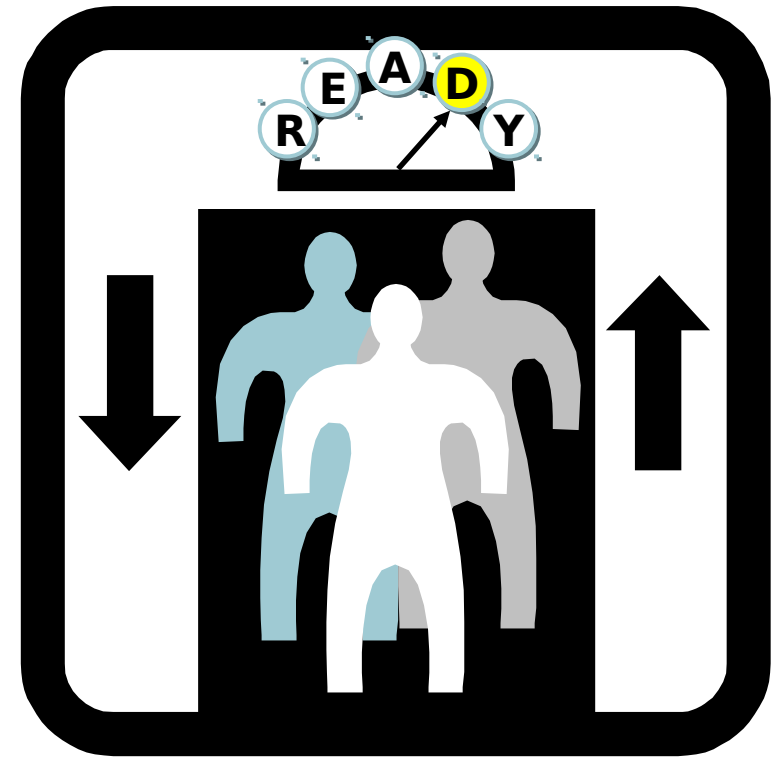
**ACHIEVE
D
LEARNIN
G**



Do I have the KSA's to operate in the new environment?



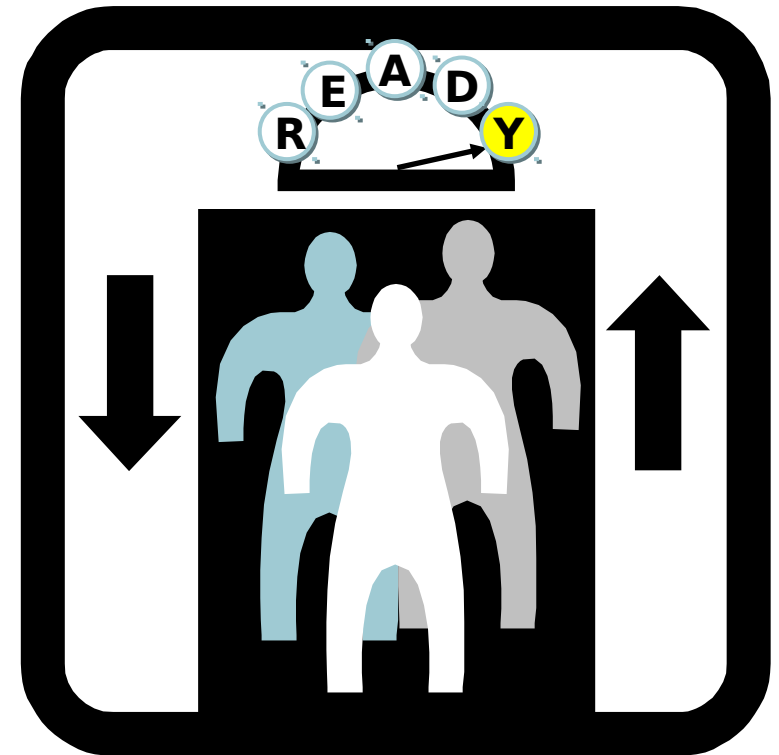
What opportunities have you had through training and applied learning to be confident in your role during and after the change?



How will my new actions be rewarded and measured?



Are you aware of how your success will be measured and rewarded during the change and after?



- Working with the Change Management Point of Contact
 - ✓ Plan or scope any formal recognition process
 - ✓ Define the measurement of success
- Identify areas where you can reward positive behavior
- Identify areas where you might fall into rewarding negative behavior



Observing Change Readiness

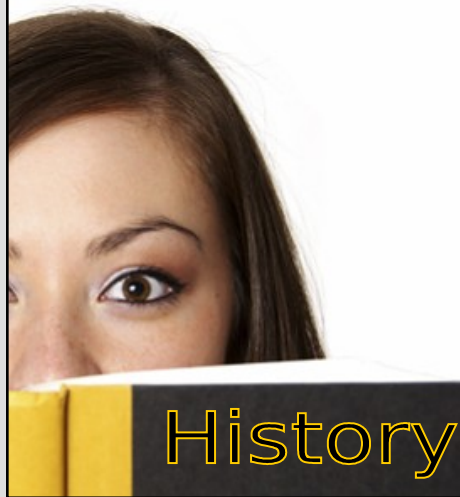


Identify

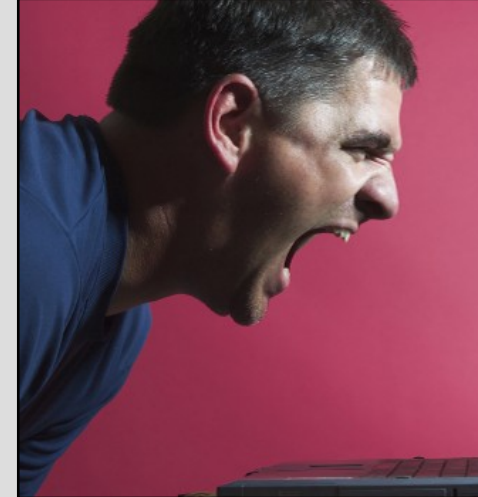
TALK DOWN THE



GO BACK TO THE "OLD



RESPOND



ABSENTEESIM



IGNORE THE CHANGE



MISS DEADLINES

Resistance

Encourage Positive Responses During the Current State



POSITIVE

Promote positive conversations

Find out new information about the change

Seek ways to get involved

Share input with leaders



Talk about it

The change / The organization

Act on it

NEGATIVE

Share false facts or only part of the story

Start the “Rumor Mill”

Talk down the change

“Jump the gun”



Encourage Positive Responses During the Transition State



POSITIVE

Seek as much information as possible

Determine what knowledge, skills, and abilities are required to support the change

Provide input to leaders

Talk about it
The change / The organization

Act on it

NEGATIVE

Continue talking down the change

Pretend that the change won't happen

Prevent others from supporting the change

Hide knowledge and experience



Encourage Positive Responses During the Future State



POSITIVE

Encourage the new operating environment—even when it presents challenges

Help others get acquainted with the new way of doing things

Celebrate the enhanced business outcomes

Talk about it
The change / The organization

Act on it

NEGATIVE

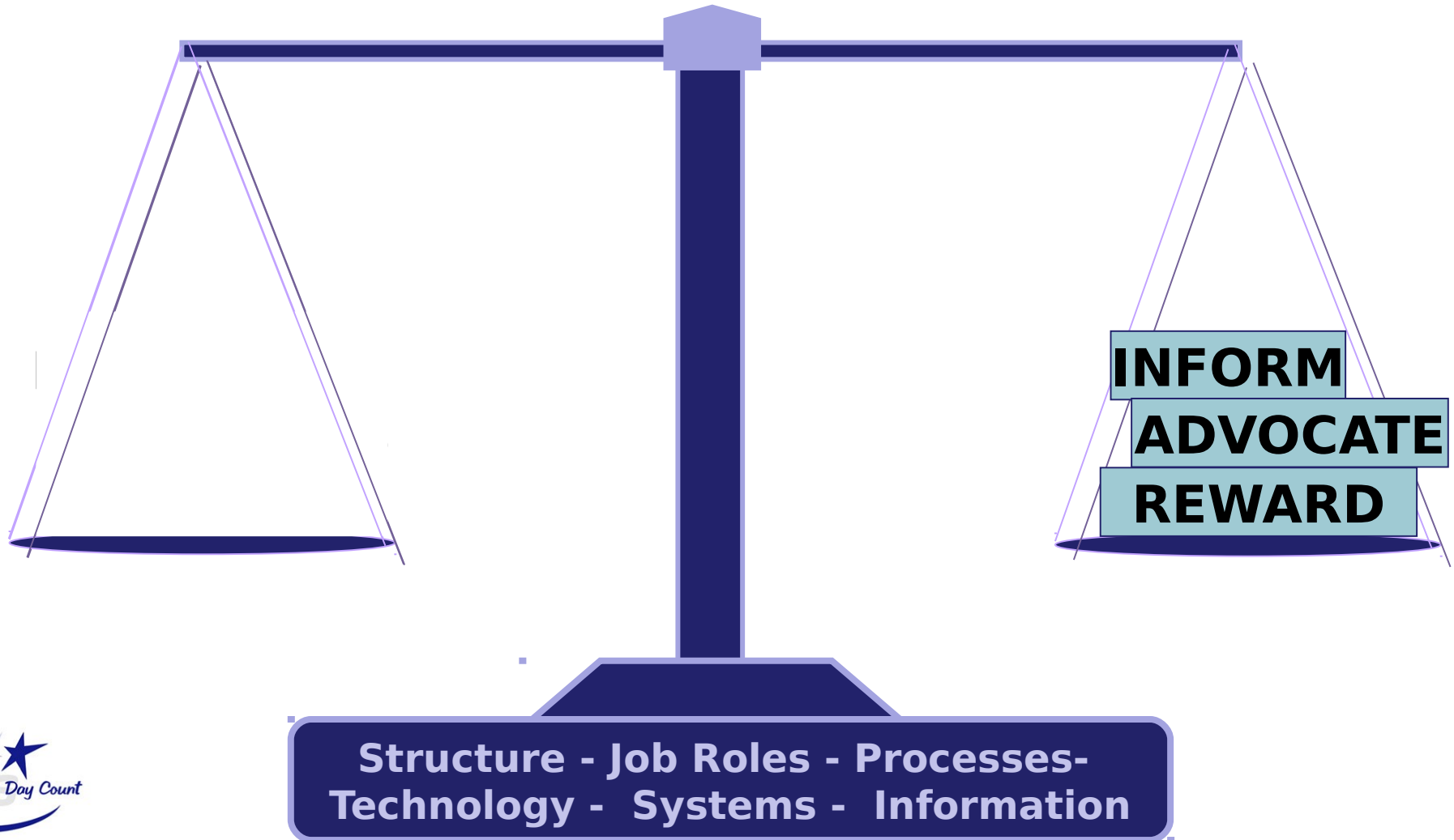
Seek ways to work around the new operating environment

Continuously talk about how the new operating environment is difficult and uncomfortable

Encourage others to ignore the change and do things the old way



Change Leadership = Project Management + People



Change Sponsorship Made Easy



- Gather information to understand the purpose and context for the project
- Be able to explain the business reasons for why the change is happening—and the consequence of not changing
- Get people excited about being involved with the change by succinctly communicating the advantages
- Communicate success factors with your organization and provide progress updates
- Reinforce the core business reasons for why the change is happening
- Keep other senior managers and stakeholders informed on project status and issues
- Remove obstacles encountered by the team and help clear calendars for key decision-making meetings
- Hold others accountable
- Consider who needs to be appreciated, and specifically what they have done to add value to the projects.
Ask others who they need to appreciate, as well.
- Reward project progress



REWARD PROJECT PROGRESS!

- Pop in at the first project team meeting and express appreciation for their involvement
- When a group presents an idea or suggestion, thank them for their initiative
- Make personal phone calls
- Give “psychological paychecks”
- Hold a lunch meeting or coffee with the project team—express your appreciation and encourage their continued energy
- Send a letter to every team member at the conclusion of a project thanking them for their contribution
- Create a Hall of Fame Wall to recognize project team successes

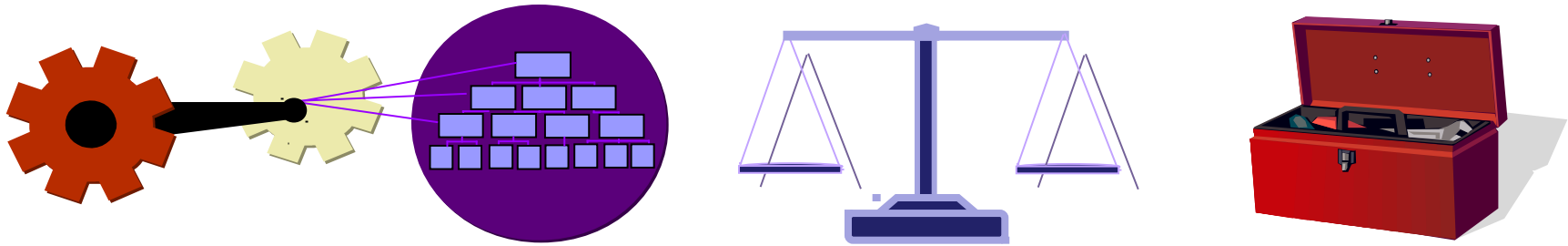


Take Care of Yourself - Quick Ways to Renew Your Spirit at Work



- **The Feel Good File**
 - ✓ When you need a lift, open the file and review its contents (cards, poems, letters)
- **Random Learning**
 - ✓ Read an article, scan a book chapter, search the Internet and see what comes your way. Apply what you have learned right away
- **Audit Your Rituals**
 - ✓ Do these daily rituals have a positive, supportive impact on your work and life? If not, try some new ones.
- **Your Personal Menu**
 - ✓ The benefits of self-care are well known, yet it can become just one more “to do” that didn’t get done (Get a massage, go shopping, play golf)
- **Bite-sized Inspiration**
 - ✓ There are many places to obtain small doses of inspirational thinking. Consider books of quotations, daily email, a joke-of-the-day, spiritual readings
- **Sit in Silence**
 - ✓ Risk doing nothing for a minute. Just stop. Breathe deeply, relax
- **Connect with a Friend**
 - ✓ Seek the warmth of friendly connection. Call, email, fax, or leave a voicemail just for fun
- **Smile**
 - ✓ Laugh at the absurdity of whatever you are experiencing
- **Give**
 - ✓ Selflessly giving to others generates meaning in our lives. Give your time, resources, ideas, food, a hug
- **Attend to Aesthetics**
 - ✓ Improve your enjoyment of your personal space, add something you like
- **Reflection**
 - ✓ Look for patterns, insights, and underlying structures for how events unfolded in the last six months
- **Tell the Truth to Yourself**
 - ✓ What is really in your heart right now?
- **Appreciate**
 - ✓ Keep appreciating the small triumphs in your work. Extend your appreciation to others and their successes
- **Acknowledge Purpose and Context**
 - ✓ Knowing the past and future context that brackets our present work adds meaning and depth to what we do today





**Thank you for everything you do for
DFAS!**

